A MESSAGE FROM HUMAN RESOURCES

Fairmont State University's Equal Opportunity-Affirmative Action Plan reaffirms that our institution is morally and legally committed to a basic policy of nondiscrimination with regard to race, color, age, religion, sex, national origin, sexual orientation or disability, except where a bona fide occupational qualification exists. This affects all employment practices including, but not limited to, recruiting, hiring, transfer, promotion, training, compensation, and benefits, both temporary and permanent.

The institution will take aggressive affirmative action measures to insure the entry of qualified minorities, women and persons with disabilities as defined by law into both professional and support ranks. It is the institution's goal to continue the good faith effort in the search, employment and promotion of the most qualified persons available, which will help preserve our standards of excellence. It is also important as we strive toward meeting our equal opportunity and affirmative action goals to place competent members of minority groups, women, covered veterans and those with disabilities in significant positions at all levels.

The search for candidates to fill faculty and staff positions is one of the most important activities in which we as higher education institutions engage. Through such searches, we announce not only our philosophy of hiring but also, in effect, the quality and nature of our institutions. We must settle fornothing less than the very best in candidates and must act assertively tolocate and attract them to our campuses, even if doing so requires more than traditional methods of advertising positions and examining applications. The search procedure carries with it great need to represent moreaccurately in the workplace the diversity of cultures and the differences based on gender that are expressed in our society at large.

We must guarantee to all members of society equal access to real opportunities for development and growth. Our dedication to such a philosophy benefits those of us who offer such opportunities, as well as those to whom they are offered. Likewise, the entire community gains from the variety in perspective and opinion that typically follows from differences in gender, race, ethnicity or experience among its members. The scholarly activity stimulated by these differences also fosters growth in the general body of academic knowledge, often charting new areas of scholarship and research, andteaching us new ways to know and learn. Thus the pursuit of affirmative action policies benefits us all.

The information you will find in this guide helps to clarify the institution's position on affirmative action. It does so in the larger context by presenting proper procedures in hiring and by emphasizing the fairness to all that attention to such procedure ensures. Academic departments, Athletics and administrative offices will find helpful information on advertising openings and on conducting interviews with candidates.

The Human Resources Office welcomes your questions and requests for further information or assistance. We stand ready to help you in direct and/or counseling capacities in your recruitments, search processes and selections. Please email hr@fairmontstate.edu or call 304.367.4386.

INITIATING THE SEARCH—Note that all actions are to be made in the PeopleAdmin system

THE POSITION REVIEW AND NOTICE OF VACANCY

Upon the occurrence of a vacancy, the position should be reviewed thoroughly before advertising it in order to determine that the best interests and needs of the college and the school/department/unit are met in filling the position. The position description should accurately describe the essential functions of the position. It is also a time to determine if a reallocation of the position is in the best interest of the college, or if operational needs might better be served by reorganization or a reworking of the position's intent and duties. This is easiest to do BEFORE posting a position, rather than after.

Faculty position reviews including any changes must be approved by the Provost/Vice President for Academic Affairs. Staff (non-faculty) position reviews and any changes must be approved by the Director of Human Resources. Reviews of positions reporting directly to the President and certain other non-classified and classified administrative positions must be approved by the President. Once it is determined that a position vacancy is ready to be advertised, changes to the position should be made in PeopleAdmin and sent through the established work flow.

Faculty Positions:
To initiate the process for filling a vacancy, the College or School Dean or Chair submits in PeopleAdmin the reviewed and updated position description ("PD") to the Provost/Vice President for Academic Affairs who, after making any needed changes, marks it approved and forwards it to the President for approval. The President may ask further questions or for more information. Once the President approves, the position comes to HR for review, which sends it to the Budget Office for funding approval. Once all necessary approvals/authorizations are in place, HR places the job on our PeopleAdmin website; the Provost's Office works with the College or School to post the job and advertise it.

Classified, Non-Classified and FEAP Positions:
To initiate the process for filling a vacancy, the supervisor or hiring manager submits in PeopleAdmin the reviewed and updated position description ("PD") to the Vice President of that area or division. Once s/he approves in PeopleAdmin the position request will be routed to the President. The President may ask further questions or for more information. Once the President approves, the position comes to HR for review, which sends it to the Budget Office for funding approval. Once all necessary approvals/authorizations are in place, HR works with the hiring manager or others who may be involved to post the position and to determine any appropriate additional recruitment sources. The position resides on the jobs bulletin for the established duration of recruitment time.

ADVERTISING THE POSITION

After all approvals/authorizations have been completed in PeopleAdmin, the Provost's Office (faculty positions) will work with HR to post the position and determine advertising sources; HR will handle this process for regular staff and FEAP positions.

We try to ensure that information on vacancies is distributed both locally and as broadly as appropriate for the position. (For example, faculty positions or senior-level administrator positions may be regionally or nationally advertised, whereas crafts/trades and administrative support positions may be more easily and equitably advertised locally or in the tri-county area.) All posted positions are advertised through HigherEdJobs.com and InsideHigherEd, which are services integrated with our on-line applicant system, PeopleAdmin. In addition, we send all postings to WorkForce West Virginia (state unemployment office), Vet Central, US Department of Veterans Affairs and the State Rehab Office. We may also advertise with such job-posting services as Indeed.com or a professional organization's job-posting board, if deemed a viable recruitment tool for the particular position.

As appropriate for the position recruitment-sourcing needs (as determined by collaborative discussion with hiring managers, the Provost [for faculty positions] and Human Resources), ads may be placed in some of the following:

- Local and regional newspapers (Times-West Virginian, Dominion Post, Exponent Telegram, Charleston Gazette, Pittsburgh Post-Gazette and the Washington Post
- *Chronicle of Higher Education*
- Various appropriate professional journals
- Various appropriate professional organizations' website job opportunities listings

HR or the Provost advise on the final drafts of ads, which should mirror the already approved position description and include no discriminatory language.

Because the full position description is available online, Human Resources recommends that ads placed in newspapers or on websites be brief and include only the title, the institution and a link to follow to reach our PeopleAdmin job site. This saves considerably on advertising costs.

In administrator and staff recruitments, the cost of advertising beyond placement on the institution's websites will be borne by the department or division that authorizes and places the ad(s). The Provost may pay for further advertising for faculty positions which his/her office approves.

RECRUITMENT and POSTING EXCEPTIONS

While it is our intent and practice to post all available vacant positions, there are some exceptions, all of which meet EEO and our own guidelines. All of the following require the approval of the President.

An exception to the general advertisement requirement may be requested if:

- There is a reorganization within a department resulting in different job titles with no basic changes in job descriptions and where no actual vacancy exists. (In such a case the duties may be reassigned to existing personnel from within the same department or another without posting a job. A new PD should be prepared for the employee[s] taking on the additional duties and submitted to HR to ensure the appropriate pay grade and title are assigned.)
- There is a resignation or death of a faculty member within a month to eight weeks of the start of a semester, and there is not sufficient time for a full and complete search. (In this instance, a candidate will be identified without a search to fill the position on a temporary basis, until a full search can be done.)
- There is a necessity to transfer an employee into a vacancy due to operational need, reorganization, downsizing, or a personnel or Title IX issue. (In such a case the employee will be transferred into the vacancy without recruitment.)
- There is a reorganization or a resignation from partial duties (such as in the case of an employee's requesting a lesser FTE on a temporary or permanent basis) and the duties cannot be left unassigned. (In such a case the duties may be reassigned on a regular basis to existing personnel from within the department without posting a job. A new PD should be prepared for the employee[s] taking on the additional duties and submitted to HR to ensure the appropriate pay range and title are assigned.)
- The position to be filled is a non-classified, will-and-pleasure executive position (president, provost, VP, AVP, dean, athletic director, executive director, e.g.) In such a case the President has the authority to appoint someone to the position without a search, provided the person has the required education, work experience and competencies. Even in such circumstances, a full search is strongly recommended.
- The President, as Chief Personnel Officer of the institution, declares that a reorganization in one or more departments is necessary, due to financial exigency or other emergency or condition. (In such a case, it is the President's prerogative to reassign personnel accordingly, with efficiency, cost and the least disruption to employees, services and operations in mind.)

- When a program or grant ends and there is no further funding; and the institution is forced to lay off employees in the closed program. The institution will fill current and future vacant positions with those employees who are losing their positions due to layoff, so long as the employees meet the minimum education, qualifications and skills set for the vacant job. The vacant job will not then be posted.

A request for a search waiver must be submitted in writing, with appropriate and complete documentation as to the reasons behind the request for the waiver, to the VP for HR/Director of Affirmative Action, who will consult with the President on approval of the request.

SEARCH COMMITTEES

We use Search Committees to review and evaluate candidates' credentials for interview and recommendation for hire. Search Committees should be representative of the various constituencies which have an interest in the outcome of the selection, but should not be so large as to impede the swift and efficient progress of the search. Depending upon the standard protocol of the College, School or department/work unit, the Dean or Chair or the Chair of the Search Committee should explain the committee's charge to its members, obtain a signed confidentiality agreement from each member (if one is not on file in HR already), and ask each member to sign the final sheet of these guidelines to indicate that s/he has read the guidelines and will abide by them. HR is also available to meet with search committees to discuss their charge as a committee.

THE COMPOSITION OF THE COMMITTEE:

- A good number for the make-up of most search committees is five, but this can vary based on the position and the need to reduce or expand the committee numbers. For positions which have responsibilities covering a very broad campus scope, there may be a need for more committee members. In some situations, a committee of three is appropriate. There is no set number or requirement, but a committee should not be so large as to impede the swift and efficient progress of the search.

- Generally, the highest-level supervisor or hiring manager will appoint committee members depending upon the needs of the search, such as the size of the constituency or the urgency to fill the position. While it is permissible for the Dean/Chair or supervisor to serve on the committee and/or to serve as the chair of the committee, the outcome may be better served and accepted if a qualified other party served.

- If a family member, relative, close friend or acquaintance of an employee is expected to be a candidate, the employee should not be a part of the search process. The employee should either recuse him/herself, or the committee chair may remove the committee member. If deemed appropriate, at least one student member should be included.

- If an employee wishes to apply for the vacancy or has applied for the vacancy, s/he should decline the invitation to join the search committee before the committee has met for the first time.

The search committee makeup should reflect consideration of ethnicity, gender, age and different areas of interest/specialization within the College, School or department. If there is not sufficient diversity within a hiring department, consideration should be given to going outside the department for a committee member qualified to judge relevantly and appropriately.

Other considerations in the formulation of a search committee:

- Are the interests of non-tenured faculty included? (when appropriate) • Is someone with prior search committee experience on the committee?
- Are those asked to be members of the committee aware of the time commitment involved?
- Should any members from outside the department be involved?
- Have student interests been considered?

The final composition of the search committee must be approved by the President or Chief Human Resources Officer/VP.

THE GOAL/CHARGE OF THE COMMITTEE:

The person appointing the search committee should specify in writing the charge of the committee. In some cases, the chair of the committee may ask Human Resources for assistance in this communication. The committee's charge generally is to recommend the top candidates (usually two or three) to the hiring official and/or Dean, Chair or supervisor. The committee will not make job offers or engage in discussions with candidates on terms and conditions of employment; this will be done by Human Resources. Search committees for classified positions *should meet with the VP of Human Resources to review procedures for interviewing if there are no members of the search committee with experience or expertise in this area.*

The work of and access to confidential and sensitive personal information requires that each member of the search committee sign an institutional confidentiality agreement, if there is not one already on file in HR for the member.
Serving on a search committee is often very time-consuming depending on the size of the applicant pool, the number of interviews, etc. Because it is important that every member of the committee be active and contribute toward the completion of the charge, persons approached to serve on the committee must be willing to make the time commitment or should remove themselves from the process.

Even after initial and final screenings are completed, much time is often needed in scheduling the candidates to visit campus and be interviewed by all other appropriate persons and groups. Therefore, a tentative calendar for completion of the search should be drafted early and adhered to as closely as possible.

Allow time in the search calendar for:

1) *Review of the pool by HR (for minimum qualifications based on the position description).*
2) *Initial and all follow-up screening by the search committee (from two weeks and longer, depending on number of candidates).*
3) *Scheduling and conducting telephone interviews. Schedule one week, at least, in advance. (Depending on schedules of committee members and interviewees and the number of interviewees, this could take two or more weeks to complete.)*
4) *Scheduling finalists to come to campus for interviews. For positions that need to be interviewed by the President and anyone else outside the College, School or Department, check the President's schedule well in advance.*
5) *Conducting on-campus interviews. These interviews may take two weeks or longer depending on where candidates are traveling from, how (plane, car) they are traveling, their schedules, etc.*
6) *Making committee recommendation to appropriate hiring official. Hiring official may wish to conduct reference checks. It is good to designate a second choice in case the first choice rejects the offer.*
7) *Conducting reference checks.*
8) *Calling successful candidates and offering the job.* 9) *Confirming offer and start date.*
10) *Processing the hire through PeopleAdmin. Remember that the State Budget Office's timing determines the start date of a candidate, not FSU. This can be anywhere from 3-6 weeks from the date the institution sends the information to the State Budget Office. Plan accordingly.*

THE APPLICATION PROCESS

Applications for all positions—faculty, staff, part-time and student—are accepted only through the PeopleAdmin applicant tracking system, using the established on-line application. Additional documents such as letters of recommendation, transcripts, statements of philosophy, e.g., may be requested by the hiring manager at the time the position is established in the system; however, additional documentation must also be uploaded into PeopleAdmin at the time the applicant creates the application; it cannot be added to the system later or sent in hard copy to be added to the file.

The application asks for information we are required to collect and report for EEO purposes, such as gender, age, ethnicity, veteran status and disability. <u>This information does NOT become a part of the application, nor will it be seen by the search committee</u>. The information flows directly and only to Human Resources so that appropriate records on EEO factors in regard to our applicant pools can be maintained and analyzed for Affirmative Action purposes and our annual Affirmative Action Reports.

It is acceptable for faculty and staff traveling to conferences or meetings, or who belong to professional organizations to make information on a job posting available to their colleagues, so long as they disseminate the information to everyone at the meeting or event insofar as it is possible. It is also acceptable for employees to tell others about position openings and postings. In both cases, the employee should make no promises of an interview or a job offer.

SCREENING OF CANDIDATES

No applications are released to the hiring manager or search committee until after the closing date for the posting. When the system releases the position, HR screens applications for minimum requirements, removing any applicants who do not meet the established education, work experience and other requirements as stated in the position description, and then forwards the pool of applicants on to the hiring manager/search committee chair (as applicable) through the system workflow.

In some cases, a hiring manager or committee chair may ask HR to screen a pool with a large number of candidates down to a more manageable number, the major criterion for which is the most qualified candidates in terms of education and work experience. This is an acceptable practice, given that HR has the authority and expertise to determine candidates' final eligibility to hold a position.

Before forwarding on the applicant pool, the Affirmative Action Officer reviews and certifies the pool for EEO considerations and representation of women, minorities, veterans and those with disabilities. A pool may be reopened by the AA Officer at any time to achieve desired representation.

INITIAL SCREENING OF CANDIDATES BY SEARCH COMMITTEE

Candidate screening forms should be developed to assist with additional screening. The search committee chair may do this; or the Human Resources Office can develop the forms for the chair. Candidate rating forms should in large measure reflect the position description and the education, work experience, knowledge, skills and abilities recruited. Should there be other traits or characteristics (not appropriately included in a position description) that the hiring manager or department is also looking for, these should be included on the candidate rating form as well.

The criteria on these forms must be objective and consistent with and relate to the requirements or qualifications for the position as posted/advertised. The screening criteria must be applied consistently to all applicants.

An initial review of a pool by the search committee should immediately determine the inappropriate applicants, and they can be removed from further consideration. As appropriate, the committee may ask HR to notify these applicants that they are no longer under consideration.

INTERVIEWING CANDIDATES

The primary purpose of interviews is to obtain complete, accurate information about the applicant and to determine whether he or she isqualified for the position opening. Additionally, the interview provides the opportunity to answer the applicant's questions about the position, working conditions, and benefits. Specific, job-related, probing questions should be asked and responses should be compared to job-related selection criteria. It is a best practice to ask the same questions of all candidates and to keep notes of all interviews. Remember, just as candidates are interviewed, they interview our institution. It is essential to give candidates a good, professional view of the institution.

Telephone interviews of semifinalists serve as an excellent screening device to determine the final candidates to be invited to further interviews. Telephone interviews should provide information about the candidate's knowledge, abilities, and traits that have been identified as important to the position being filled; also, you should ask questions about any gaps ormissing elements in the candidate's application/resume/vita.

INTERVIEWING

THE INTERVIEW

The interview provides human aspects to the selection process and offers the interviewers the opportunity to assess the candidate in ways that are not possible through a simple review of written credentials. The interview offers the candidate an experience that gives him/her the feeling that he/she is important in an otherwise somewhat impersonal process.

The interview should be looked upon as a means of obtaining and evaluating factual and verifiable information. Legal interviews are important for successful hiring and avoiding future discrimination claims.

Questions related to race, color, sex, age, religion, national origin, disability, marital status, gender identification and sexual orientation are inappropriate when interviewing candidates for positions. A status or condition protected under EEO guidelines is not a subject for an interview question or topic of discussion; and to ensure you are conducting an interview free from discrimination, you should avoid such questions or topics.

IMPORTANT CAUTION: Search committees are not authorized to discuss the terms or parameters of employment, such as appointment length, number of years of possible employment, salary, visa sponsorship, benefits, e.g. These discussions will be held with the selected candidate by the VP of HR, Provost's Office, or President.

1. Ask the same general questions of and require the same standards for all candidates.
2. Follow a patterned "structured" interview plan that will help achieve fairness in interviewing.
3. Ask questions relevant to the job. Do not ask marital status, about children or the applicant's plan to have children, about religion or ethnicity or about how the applicant plans to get to work/commute.
4. Do not draw conclusions about a candidate's competence solely based on appearance, attire, or voice.
5. Address all candidates consistently and professionally. Use first names for all or titles for all.
6. Treat candidates in a businesslike manner, avoiding inappropriate jokes.
7. If you know a candidate socially or otherwise, do not greet that person any differently than you do all other candidates. You should acknowledge to your fellow search committee members that you know the candidate.
8. Avoid prejudicial and/or stereotypical thinking.
9. Don't talk negatively about current or former employees.

Other tips:

- Let the candidate decide if the hours, the work load, the travel, etc., are not appealing to him/her. Simply tell him/her what the conditions are. Be factual in the information you provide. Fairmont State as the employer sets the terms and conditions of employment, based on law, policy, and best practices. Make no promises.
- Follow up when necessary for a candidate to elaborate or clarify a point made earlier.
- Establish a friendly, informal and relaxed setting with early questions on work history and education.
- Probe into other relevant aspects of the candidate's background and expertise once rapport is established with the first questions.
- Let the candidate talk freely. The interviewer should speak no more than necessary.
- Avoid moral judgments. The interview is not a setting for counseling or personal criticism.
- Make thorough notes as the candidate talks and organize notes later for an objective analysis. This will prove to be extremely helpful in the final screening.
- Check inconsistencies and contradictory statements by calling them to the candidate's attention in a friendly, noncritical manner. If the applicant objects to certain questions, either drop the question and return to it later or explain that the questions are asked of all candidates to determine qualifications, etc., for the position; explain that if the candidate has a valid reason for not answering the question or providing certain information, you will understand. Generally, at this point, the candidate will answer the question or explain why she/he will not answer.
- Conclude the interview in a positive tone, thanking the candidate for his/her time and advising the candidate of the next steps in the search. Try to approximate the date by which she/he will hear from the search committee or HR, regardless of whether she/he will be continued in the pool or eliminated.

NOTE: HR keeps lists of interview questions for specific positions; if you would like some sample questions either to use or from which to craft your own questions, please contact HR.

KEEPING NOTES

It is important that all committee members take clear and concise notes during telephone interviews as well as on-campus interviews. These notes will serve as a basis for evaluating each candidate's ability to do the job based on his/her resume, telephone interview, and on-campus interview. Notes can include impressions regarding communication skills, and other subjective matters, but must NEVER include observations relating to a protected category or "codes" to reveal such categories.

RATING THE INTERVIEW

Individual sets of notes are vital for making a judgment about each candidate following interviews of all the final candidates. A rating form should be used and determined in advance of the scheduled interviews to provide consistency in the final analysis of the candidates. The rating form may simply be a form with all questions to be asked and space for each committee member's comments for each candidate. The committee chair may create this form or ask HR to provide it.

Some errors that sometimes occur as each committee member rates each candidate:

a) allowing one negative aspect to overshadow the positive aspects;

b) rating applicants higher if they are like the interviewer;

c) rating the entire interview based on the first impression;

d) rating an applicant high because of hesitancy to "say something bad" about someone;

e) comparing first impressions of another applicant rather than analyzing the content of the current interview.

When persons/groups outside the search committee are included in the interviewing process, they should be given the opportunity to providefeedback in writing to the search committee. HR develops, provides and compiles the information from these other constituency groups for consideration in the final decision-making process.

CHECKING REFERENCES

Both employment and, sometimes, personal reference, checks are an important step in a thorough screening/vetting procedure. Employment references will be more accurate and revealing when the questions asked are relevant to the position being filled. Personal references, although inherently favorably biased because the applicant has selected the individuals, can result in candid information and can be reliable and a valid source of further information if the questions are carefully phrased and prepared in advance.

Whether reference checks are conducted by the hiring official, supervisor, HR or committee members, information received should be shared confidentially with the search committee. You may share with applicants that Fairmont State conducts background checks on all offered new hires, and that an applicant's offer may be withdrawn if there are relevant adverse findings on the background check.

- ✓ References may be checked, as appropriate (consult with HR if in doubt), only on semifinalists and finalists.
- ✓ Reference checks should be conducted by the hiring official, chair of the selection committee, HR or a designee approved by HR.
- ✓ Notify the candidate in advance that you will be contacting his/her references.
- ✓ Ask the candidate for approval to contact persons noted on his/her reference list.
- ✓ Prepare a question guide to ask of each reference. Questions should be relevant to and pertain to the job description. A telephone call or Skype is sufficient for this so long as the date, time and good notes are kept.
- ✓ Ask only job-related questions about the applicant of the reference. Do not ask questions of a personal or social nature. Questions asked of the reference must be work-relevant.
- ✓ Any information obtained in reference checks MUST be kept confidential to respect the privacy of the candidate.

IMMIGRATION CONCERNS

Once the selection of a candidate has been made, the committee can discuss with the candidate if there are any immigration concerns or the need for a visa, such as an H-1B or J-1. All candidates should be asked this same question. If a visa of some type is required by the candidate, the offer may be made by HR, but it must be contingent on whether sponsorship is financially feasible. This determination will be made by the Provost's Office or Human Resources. H-1B visa sponsorship requires, by federal law, that the institution provide attorney services for the candidate, pay for all sponsorship application and processing fees (which can be in excess of several-thousand dollars), and pay the candidate the prevailing federal wage (typically higher than our salary rates, which could cause salary inequities with current faculty and staff).

If the need for a visa is affirmed, the search committee should consult with Human Resources immediately for guidance. In no case should the search committee be involved in even preliminary visa discussions. It is the practice of the institutions at the time of the writing of this guideline that no institutional staff time may be expended on immigration concerns or work; it will be the responsibility of the hiring unit to engage and pay for the services of an immigration attorney.

A TN nonimmigrant classification is one granted to citizens of Canada and Mexico under NAFTA. The applicant must intend to stay in the U.S. for a temporary period. The initial stay can be up to three years; however, this period may be renewed for three-year intervals indefinitely. A TN is not a visa. The hiring department should reimburse the employee for filing and application fees. A TN, as a temporary classification for employment purposes, is not intended to lead to permanent residency, nor should any promises of sponsorship for permanent residency be made to candidates being considered for or hired under a TN. All immigration questions are to be directed to HR.

OFFERING THE POSITION

Once the interviewing of all finalists is concluded, committee members should together review their notes on all candidates. With all of the information-gathering completed and reviewed, the committee should schedule a period of time in a private setting free from interruptions to finalize its considerations.

The committee's final report to the hiring official should include the strengths, limitations and qualifications for the candidates for the position, as well as the committee's overall judgment about them as appointees. The hiring manager and the search committee chair will determine in advance the form the information provided by the committee should take, such as, in rank order or some other method. The committee's report is most helpful when it includes a discussion of strengths, limitations, qualifications for the position as advertised, and the committee's overall judgment about each final candidate. It is helpful to note if/when one candidate stands out as the best and when any clearly do not meet the established standards.

In no circumstance is the Search Committee to recommend a candidate to hire. That is not the purview of a Committee, but of the hiring manager, Provost, VP or the President. The Committee is to share the information they gathered so that the administrators over the position will be well informed in making their selections from the candidates interviewed..

The committee's recommendation is made to the College or School Dean or Chair *(for faculty), to* the supervisor/manager *(for staff positions),* and to the President *(for certain other positions).*

The committee's file should be compiled and sent to the HR Office for review.

Staff (non-faculty) positions will be offered once the hiring manager and/or search committee has submitted to Human Resources their completed "Confidential Interview Evaluation" forms. These forms are required only for staff (non-faculty) positions. These forms are online at
https://www.fairmontstate.edu/files/institutionalforms/formrepo/Confidential%20Interview%20Evaluation%20Form%20-%20Revised_09_24_2018.pdf.

MAKING THE OFFER

The Vice President for Academic Affairs or designee (for faculty positions), the VP of HR or designee (for staff positions), and the President (for certain administrative and other positions, as appropriate) will make the offer to the selected candidate. **Neither the hiring manager nor the search committee is to make an offer nor discuss terms of employment.** The offer will be made as soon as possible upon receipt of the committee's recommendation and after any additional, final reference checks on the candidate(s). Upon acceptance of the position by the candidate, the hiring manager or designee will process the hiring request in PeopleAdmin.

REMEMBER: All offers are CONTINGENT based upon the positive outcome of a background check and, if there are immigration concerns, a discussion with the Provost and/or HR on whether sponsorship of the candidate is feasible financially.

At this point, HR assumes the responsibility for the hiring process and any further needed approvals. Offer letters to faculty come from the Provost's Office; to all other employees, from Human Resources.

HR also sends other notifications of the closure of the position, to all other finalists (by letter in some cases and always via email from PeopleAdmin), the search committee, the department, and the campus at large when appropriate.

SALARY AND BENEFITS

When semi-finalists are brought to campus for interviews, salary will be discussed as appropriate by HR ONLY. However, there is no finalization of the salary offer until the offer has been made. The Provost or designee (for faculty) or HR Officer or designee (for staff) handles any salary negotiations. Benefits information is sent to the new employee at this time and can be discussed with the Benefits Manager in the Benefits Office.

For staff positions, salaries are determined in accordance with the Mercer pay ranges and/or in alignment with CUPA salary data. For faculty and certain non-faculty positions, the President and/or Provost, in consultation with appropriate persons, determines thesalary, which is based on a number of compensation factors, including internal equity, market equity, current CUPA salary survey data and other relevant information.

BACKGROUND CHECKS

All offers of employment are contingent upon a positive/no-findings background check relevant to the responsibilities and requirements of the position. The candidate will be notified by email of his/her rights in regard to the background check and must give written permission for its conduct. Background checks include criminal history and sex-offender checks, court histories, driver's license (if the employee will be driving in an official capacity for the institution), identity verification, education history verification and prior-employment verification. We do not perform credit checks.

The results of background checks are provided directly to Human Resources.   The VP/Chief Human Resources Officer or designee reviews each report and discusses any discrepancies or negative findings with the Dean/Chair or hiring manager. Background check reports with negative findings or results will be provided to the candidate so that s/he may have time to refute negative claims. In any case, a negative finding on a background report that cannot be refuted may result in a withdrawal of a job offer to a candidate.

NEW EMPLOYEE ORIENTATION

HR and the various units of Business Services responsible for the hiring process will ensure the timely completion of system and administrative processes. HR offers new employee orientation and coordinates advising and enrolling new employees on their benefits.

It is, however, the role of every other employee on campus who will be in contact or communication with the new employee to help him/her feel welcomed and comfortable on our campus. Reach out to our newcomers and help them however you can.

Remember that Human Resources is here to advise and help in all aspects of recruiting and filling jobs. Contact HR at hr@fairmontstate.edu for advice or assistance at any time.

FAIRMONT STATE UNIVERSITY

Acceptance of/Agreement to Search Guidelines

My signature below is my attestation that I have agreed to be a member of the search committee for:

Job Title: ____

Requisition Number or Position Number: __________________________________

I have read and agree to abide by the search guidelines detailed in the foregoing document.

I further agree that, should I encounter questions not answered here during the search process, I will contact Human Resources and/or the Provost's Office for further guidance before proceeding in my role.

____ ___________________________

Signature Date

Please print your name: ____

Please return signed agreement forms to HR in 324 Hardway Hall.